

# HIROM Strategic Plan

2003-2007



*“Partnering With Our Customers to  
Build the Workforce of the Future, Today”*

Human Resources and Organizational Management Branch  
Administration and Resource Management Division  
Marine Corps National Capital Region Command

**I**ncreased fighting power for the Marine Corps Operating Forces is enhanced by outstanding support. It is this same type of support the Human Resources and Organizational Management Branch (HROM) provides to Marine Corps organizations in the National Capital Region, Kansas City, MO, Albany, GA, and various remote locations. HROM is a center for knowledge and information sharing while focusing on the needs of the customer. We have a clear vision for the future and will provide much needed knowledge across the board resulting in increased performance at all levels.

While the challenges are great, HROM will face and solve the many critical multi-dimensional issues our customers bring to us. As a team of highly dedicated and highly motivated Civilian Marines centered on the needs of our customers, operating from Corps Values, we will focus on becoming strategic partners with the organizations we serve. We remain committed to the Marine Corps Civilian Workforce Campaign Plan and look forward to becoming the employers of choice as we help leaders shape the workforce of the future based on organizational strategic plans. Forecasting needs and filling those needs with qualified employees is an attainable goal as HROM strives to become aggressively proactive in helping Marine Corps leaders face and overcome the challenges that lie ahead. The strategic plan outlined in this document shows how HROM is moving ahead to enhance the need for knowledge and provide expert services to our customers. I welcome your comments and suggestions as we partner together to help you better support the warfighter.



WILLIAM T. CATSONIS  
Director, Human Resources and  
Organizational Management

## *Mission*

HROM provides expert, timely, and innovative human resources and organizational management advice and services in support of managers, supervisors, and employees. We serve as strategic partners and act as change advocates for our organizations and we recruit, develop, and retain a quality workforce to accomplish the mission.



## *Vision*

We are the HR knowledge and information center for all our customers. We are valued as strategic partners who understand and support our customers' missions. We use our workforce planning and organizational development expertise to ensure leaders have the right people and skills to accomplish their missions and reach their goals. Our processes and technologies are innovative, streamlined, user-friendly, and designed around customer needs.



## *Guiding Principles*

- We embrace the Marine Corps values of Honor, Courage, and Commitment as our guiding principles.
- We foster an environment that promotes integrity, commitment, teamwork, and mission accomplishment.
- We promote a strong work ethic and empower our staff to make the right decisions.
- We encourage mutual respect, open and honest communication, and continuous quality improvement.
- We seek innovative solutions to achieve superior customer service.



## *Strategic Goals*

- Become the knowledge and information-sharing center to fulfill our customers human resources, equal employment opportunity (EEO), and organizational management needs.
- Recruit and retain high quality Civilian Marines to meet mission requirements and shape the workforce for the future
- Develop the resources and processes needed to become the Human Capital, EEO, and Organizational Development (OD) experts for the Marine Corps.

## Strategic Goal 1

Become the knowledge and information-sharing center to fulfill our customers' human resources, equal employment opportunity (EEO), and organizational management needs.

*We will accomplish this goal by implementing the following objectives and actions:*

- ✓ Standardize training for **Civilian Marines** and their supervisors.
  - Standardize supervisory **training within the region.**
  - Standardize **new employee orientation within the region.**
  - Partner with the organizations we serve to develop a system of accountability to ensure maximum participation in supervisory and new employee training.
  - Develop and implement a needs-based annual training plan within the region.
  - Benchmark with other Human Resources Offices, both internal and external, to share ideas and adapt best practices within our region.
- ✓ Develop a knowledge management system to keep serviced organizations, Civilian Marines, and Civilian Marine supervisors informed.
  - Develop web-based and printed handbooks and desktop guides.
  - Provide a self-service Customer Information Center at each site office, equipped with fact sheets and computer access to the HROM website, with an HROM professional and EEO counselor available as needed.
  - Expand the HROM website to provide one location for all customers to access the HR, EEO, and OD information they need.

## Strategic Goal 2

**Recruit and retain high quality Civilian Marines to meet mission requirements and shape the workforce for the future.**

*We will accomplish this goal by implementing the following objectives and actions:*

- ✓ Partner with customers to help them plan their current and future workforce requirements based on their organizational strategies. *(Note: Select one or more organizations as "pilot" projects for workforce planning, and expand from there.)*
  - HR, OD, and EEO specialists attend staff meetings, visit offices, and look for opportunities to offer advice and assistance.
  - Work with supervisors to define current and future civilian workforce requirements based on their mission and strategic plan.
  - Assist supervisors in assessing current workforce capabilities and identifying gaps in workforce requirements.
  - Assist supervisors in developing Individual Development Plans to close the gaps in the current workforce.
  - Assist supervisors in projecting vacancies and restructuring positions to reshape the workforce as individuals retire.
- ✓ Prepare targeted recruitment strategies to help organizations implement their workforce plans
  - Advise managers and supervisors on all available recruitment strategies, special emphasis EEO programs, and options for recruiting qualified candidates.



*Strategic Goal 2 (continued)*

- Develop partnerships with external organizations such as schools, Veterans Administration, special interest groups, and special emphasis groups to recruit qualified candidates.
- Participate in area job fairs to recruit diverse and qualified candidates.
- Develop state-of-the-art marketing tools such as brochures, publications, and website features to recruit diverse and qualified candidates.
- ✓ Promote the use of quality-of-life options to help retain quality Civilian Marines
  - Educate supervisors on workplace flexibilities
  - Advocate the use of workplace flexibilities.
  - Design and conduct workforce assessments to assist supervisors in identifying targeted opportunities for improvement.
  - Design and begin conducting exit surveys to determine reasons Civilian Marines leave their jobs.
  - Design and begin conducting organizational assessments to assist leaders in identifying targeted opportunities for improvement and development.
- ✓ Benchmark best practices in other organizations and develop new retention programs.
  - Locate, survey, analyze, and validate best business practices used in private industry and government agencies.
  - Use best business practices research to develop new retention programs.

### Strategic Goal 3

**Develop the resources and processes needed to become the Human Capital, EEO, and Organizational Development (OD) experts for the Marine Corps.**

*We will accomplish this goal by implementing the following objectives and actions:*

- ✓ Prepare HROM staff for their expanded roles as strategic partners and advisors.
  - Assess needs and implement a plan to develop consulting skills, strategic thinking, and workforce planning skills.
  - Establish a schedule of rotational assignments to develop cross-functional expertise.
  - Conduct teambuilding sessions to expand and promote teamwork.
- ✓ Develop partnerships with the Department of Navy Regional Service Centers and other external organizations to improve processes.
  - Establish regular team meetings with the Human Resources Service Center (HRSC).
  - Explore and establish other partnerships as needed (e.g., Department of Labor, Office of Personnel Management, Equal Employment Opportunity Council).
- ✓ Realign internal HROM functions and tasks to shift focus to a more advisory and strategic partnering approach.
  - Identify actions that can go directly to HRSC.
  - Review all internal functions and tasks to find efficiencies that will free up time for specialists and analysts to become strategic partners and workforce planners.
  - Clearly define roles and responsibilities of HROM, inform customers of changes, and establish a customer feedback system.



***Strategic Goal 3 (continued)***

- ✓ Develop a unified HROM community that speaks with one voice
  - Develop standard operating procedures (SOPs).
  - Develop and maintain a shared web-based database to access references and share information such as lessons learned and best practices.
- ✓ Maximize available technology to provide high quality HROM services in the most efficient manner
  - Acquire and use workforce assessment tools.
  - Identify current system report capabilities and gain access at lowest level possible.
  - Establish an interactive feature on our website for our customers to obtain services.



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